

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2017/2018

**BHR2034- HUMAN RESOURCE MANAGEMENT**  
(B01& B02)

13 OCTOBER 2017  
9.00-11.00 a.m  
(2 Hours)

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### INSTRUCTIONS TO STUDENTS

1. This question paper consists of **SEVEN (7)** pages with 2 sections (excluding this cover page).
2. Section A: Thirty (30) multiple choice questions. Answer **ALL** questions. (40 marks)
3. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)
4. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

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**SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)**

There are **THIRTY (30)** questions in this section. Answer **ALL** questions.

1. On Aina's first day of work at software firm, she attended a meeting with the HR manager and other new employees. Aina learned about employee benefits packages, personnel policies, and the structure of the company. In which of the following did Aina most likely participate?
  - a) Selection
  - b) Recruitment
  - c) Employee orientation
  - d) Employee development
2. Which of the following terms refers to the process of evaluating an employee's current and/or past performance relative to his or her performance standards?
  - a) Employee selection
  - b) Employee orientation
  - c) Performance appraisal
  - d) Organizational development
3. Which of the following terms refers to educating, instructing, and training subordinates, usually related to daily tasks?
  - a) Mentoring
  - b) Appraising
  - c) Coaching
  - d) Grading
4. The methods used to give new or present employees the skills they need to perform their jobs are called \_\_\_\_\_.
  - a) training
  - b) orientation
  - c) management
  - d) development
5. Azlan feels that he owes his organization hard work and loyalty while the company owes him fair treatment and satisfactory work conditions. This is an example of a(an) \_\_\_\_\_.
  - a) psychological contract
  - b) career planning
  - c) exit interview
  - d) transfer

**Continued....**

6. What is the first step in the ADDIE training process?
  - a) Assessing the program's successes
  - b) Appraising the program's budget
  - c) Analyzing the training need
  - d) Acquiring training materials
7. Which of the following terms refers to all forms of pay or rewards going to employees and arising from their employment?
  - a) Salary
  - b) Employee benefits
  - c) Wage reimbursement
  - d) Employee compensation
8. Frederick Taylor referred to the tendency of employees to work at the slowest pace possible and to produce at the minimum acceptable level as \_\_\_\_\_.
  - a) systematic soldiering
  - b) group logrolling
  - c) work shifting
  - d) social loafing
9. The indirect financial and nonfinancial payments employees receive for continuing their employment with a company are called \_\_\_\_\_.
  - a) salary
  - b) benefits
  - c) remuneration
  - d) compensation
10. Mario hopes to be promoted to the head of his department next year. In the meantime, he has been assigned to spend a year as an assistant to the current department head. Which type of training is most likely being used in this example?
  - a) Job rotation
  - b) Job instruction
  - c) Informal learning
  - d) Coaching method
11. What theory of motivation states that people are strongly motivated to maintain a balance between what they perceive as their contributions and their rewards?
  - a) Equity theory
  - b) Two-factor theory
  - c) Expectancy theory
  - d) Learned needs theory

Continued....

12. Which of the following terms refers to an incentive plan that ties a group's pay to the firm's profitability?
  - a) Merit pay
  - b) Piecework
  - c) Variable pay
  - d) Pay-for-performance
13. Leong is currently being trained on the job and is at the first step in the On-The-Job (OTJ) process, which is \_\_\_\_\_.
  - a) verbalizing the steps of the task
  - b) showing the trainee how to do the task
  - c) checking to make sure the task was learned by the trainee
  - d) familiarizing the trainee with equipment, tools, and trade terms
14. Central basic factors that establish how several jobs compare to one another and that determine the pay for each job are called \_\_\_\_\_.
  - a) job evaluation factors
  - b) compensable factors
  - c) analysis factors
  - d) ranking factors
15. What usually occurs when employees rate themselves for performance appraisals?
  - a) Ratings are reliable but invalid.
  - b) Ratings are subject to halo effects.
  - c) Ratings are about the same as when determined by peers.
  - d) Ratings are higher than when provided by supervisors.
16. Which of the following shows the relationship between the value of the job and the average pay for this job?
  - a) Pay grade
  - b) Benchmark
  - c) Scatter plot
  - d) Wage curve
17. Which of the following refers to an organized learning event in which participants conduct self-assessments, set goals, and develop action plans?
  - a) Competency-based job analysis
  - b) Career planning workshop
  - c) Job instruction training
  - d) Management retreat

**Continued....**

18. Which of the following terms refers to any salary increase the firm awards to an employee based on his or her individual performance?
- a) Competency-based pay
  - b) Variable pay
  - c) Merit pay
  - d) Base pay
19. Which of the following provides pay to an employee when he or she is temporarily out of work because of illness?
- a) Sick leave
  - b) Severance pay
  - c) Supplemental pay
  - d) Workers' compensation
20. Which of the following is most likely **NOT** a role played by the HR department in the performance appraisal process?
- a) Conducting appraisals of employees
  - b) Monitoring the appraisal system's effectiveness
  - c) Providing performance appraisal training to supervisors
  - d) Ensuring the appraisal system's compliance with employment laws
21. Using a straight salary to compensate salespeople is most likely ineffective because it \_\_\_\_\_.
- a) discourages sales flexibility
  - b) lacks connection to performance
  - c) makes it hard to switch territories
  - d) depends on annual corporate profits
22. Which of the following provides income and medical benefits to employment-related accident victims or their dependents?
- a) Severance pay
  - b) Workers' compensation
  - c) Health insurance benefits
  - d) Family and medical leave
23. Which of the following terms refers to the human resource management concepts and techniques employers use to manage the challenges of their international operations?
- a) International human resource management
  - b) Codetermination
  - c) Power distance
  - d) Work councils

**Continued....**

24. Which performance appraisal tool is being used when a supervisor places predetermined percentages of appraisees into various performance categories?
- a) Behaviorally anchored rating scale
  - b) Graphic ranking scale
  - c) Forced distribution
  - d) Alternation ranking
25. Which of the following benefits is **NOT** classified as a type of family-friendly benefit?
- a) Elder care
  - b) Paternity leave
  - c) Subsidized child care
  - d) On-site fitness facilities
26. \_\_\_\_\_ are formal, employee-elected groups of worker representatives that meet monthly with managers to discuss topics affecting the employees.
- a) Work councils
  - b) Bargaining units
  - c) Employee boards
  - d) Mediation groups
27. Marie is an Italian executive working in a manufacturing plant in Siena, Italy that is owned by a parent company based in Singapore. Marie is a(n) \_\_\_\_\_.
- a) local
  - b) expatriate
  - c) third-country national
  - d) home-country national
28. A supervisor who frequently rates all employees as average on performance appraisals most likely has a problem known as \_\_\_\_\_.
- a) leniency
  - b) halo effect
  - c) stereotyping
  - d) central tendency
29. Which of the following is a specific example of a career development activity?
- a) Job evaluation
  - b) Training workshop
  - c) College recruitment
  - d) Performance appraisal

Continued....

30. Which of the following terms refers to having local employees abroad do jobs that the firm's domestic employees previously did in-house?
- a) Enlarging
  - b) Adapting
  - c) Offshoring
  - d) Diversifying

**SECTION B: STRUCTURED QUESTIONS (60 Marks)**

There are **THREE (3)** structured questions. Answer **ALL** questions. Each question carries **20 marks**.

**QUESTION ONE**

- a) What is employee onboarding? Give **four (4)** reasons for having employee onboarding in an organization. [10 marks]
- b) TWP Group Consulting is a management consulting firm with seventy employees. As associate vice president of marketing, Noraini Suffian is responsible for conducting performance appraisals of the twelve employees under her direct supervision.

Discuss **five (5)** best practices that Noraini can adopt to ensure fairness in the performance appraisals.

[10 marks]

**QUESTION TWO**

- a) Why do companies need to align total employee rewards with their organizational strategy? [4 marks]
- b) Homelife, a national chain of high-end furniture stores, employs nearly 800 workers. In the past few years, the company's employee turnover has increased. Many of its employees received better offers from other similar furniture stores in the region. Homelife's upper management is considering the implementation of a new compensation policy in its efforts to retain good employees. As an HR consultant appointed by Homelife, you need to consider the issue of equity when developing the new compensation policy.

Explain the **four (4)** types of equity and how these equity types impact employee pay rates.

[16 marks]

**Continued...**



**QUESTION THREE**

Define 'international human resource management' (IHRM). Analyze how cultural, legal and economic differences greatly influence the way HR managers manage their firms' global human resource activities.

[20 marks]

**End of Page**

